

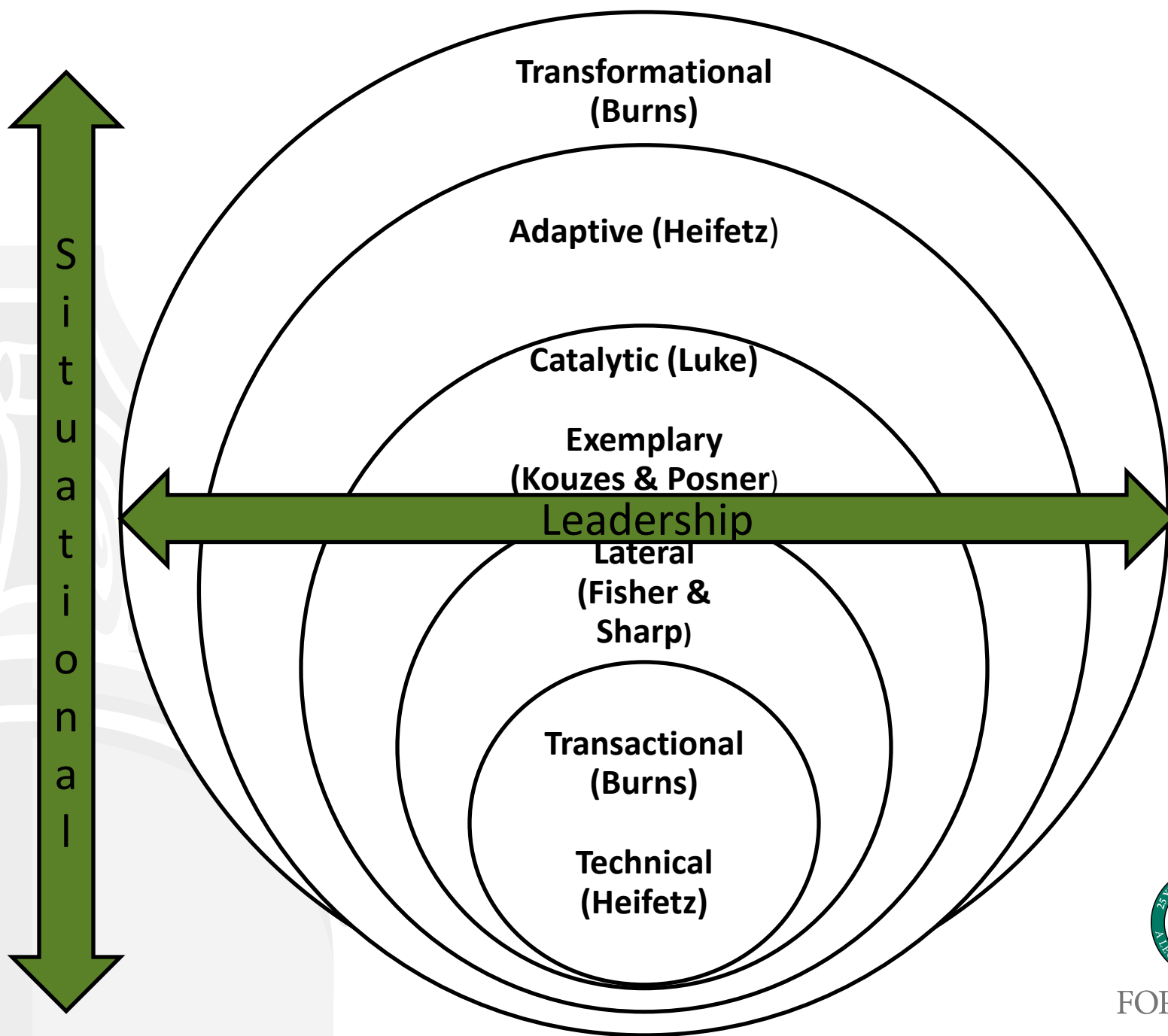
Lateral Leadership

High Flying Procurement Teams and You

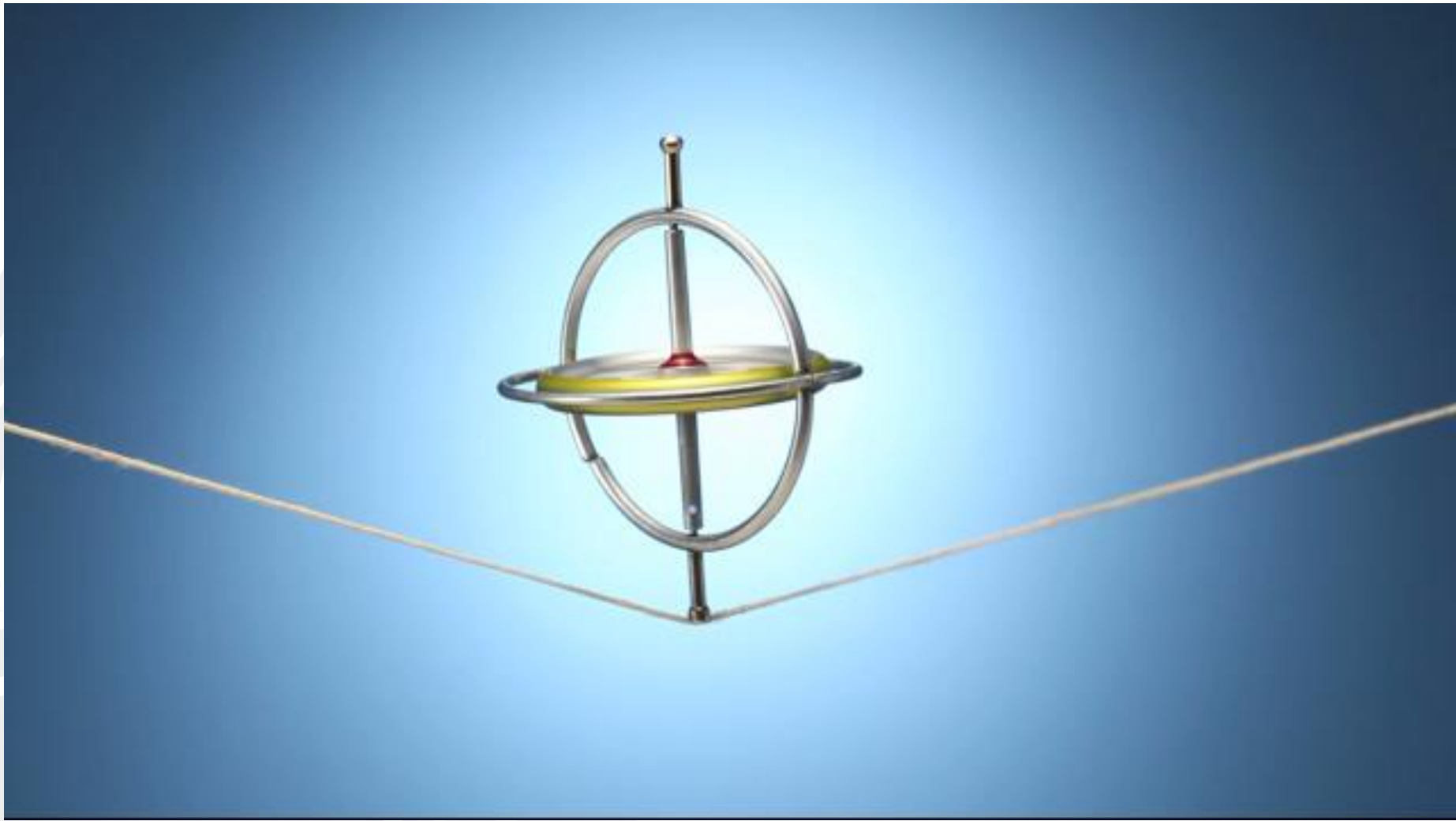
Presented by
Richard Pennington



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Help Keep Purpose In Mind

Oregon's Disaster Preparedness Workgroup

Forming

Brainstormed to create the team

Storming

Off track initially trying to solve all disaster issues

Norming

Stayed focused through use of a project charter;
Discussed “commitment”

Performing

Mapped processes /developed intuitive procurement guides tested though table top exercises; celebrated; revisited charter, goals often



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Practice the Art of the Question

- 2005, City of Longmont, Colorado started an initiative to look at planning for rapid growth
- City used Appreciative Inquiry (AI)
- Purchasing asked clients, “What in procurement worked well for you in the past? What can we learn? How would procurement look if it were perfect?”
- The results were surprising!



Use Influence and Persuasion Ethically

Reciprocity

- Obligation to return favors performed for us

Similarity (Liking)

- Wanting to say yes to those we like

Authority

- Following the advice of experts

Consistency

- Desire to act consistent with values and commitments

Social Proof

- Looking to others to guide behavior

Scarcity

- The less available the resource, the more we want it



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Mold the Team Using Just Enough Structure: The Colorado Public P-Card Group



- Formed by City of Arvada; leadership shared by Academy School District
- Purpose is to share best practices among p-card programs
- 60 entities: Ute Indian Tribe, universities, libraries, school districts, counties, cities, state departments, and nonprofits
- No formal charter:
no formal leadership

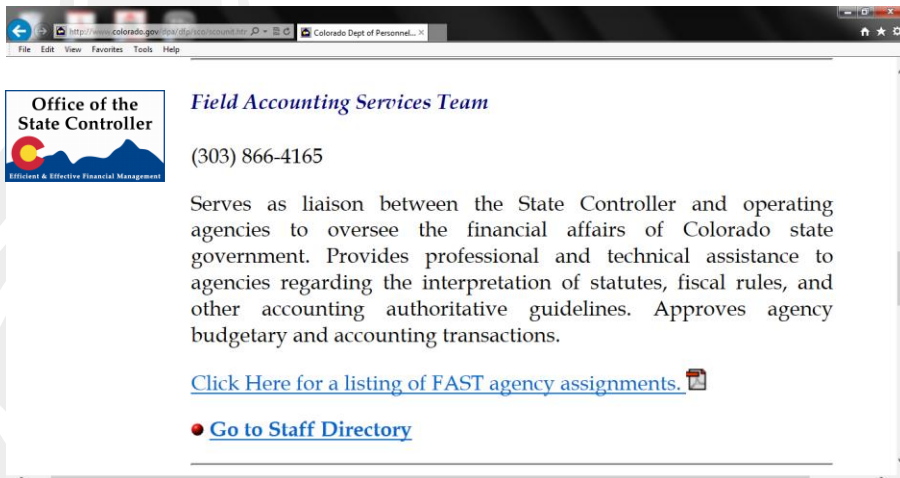


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Step to Their Side Often: Embrace Conflict

Colorado Field Accounting Services Team



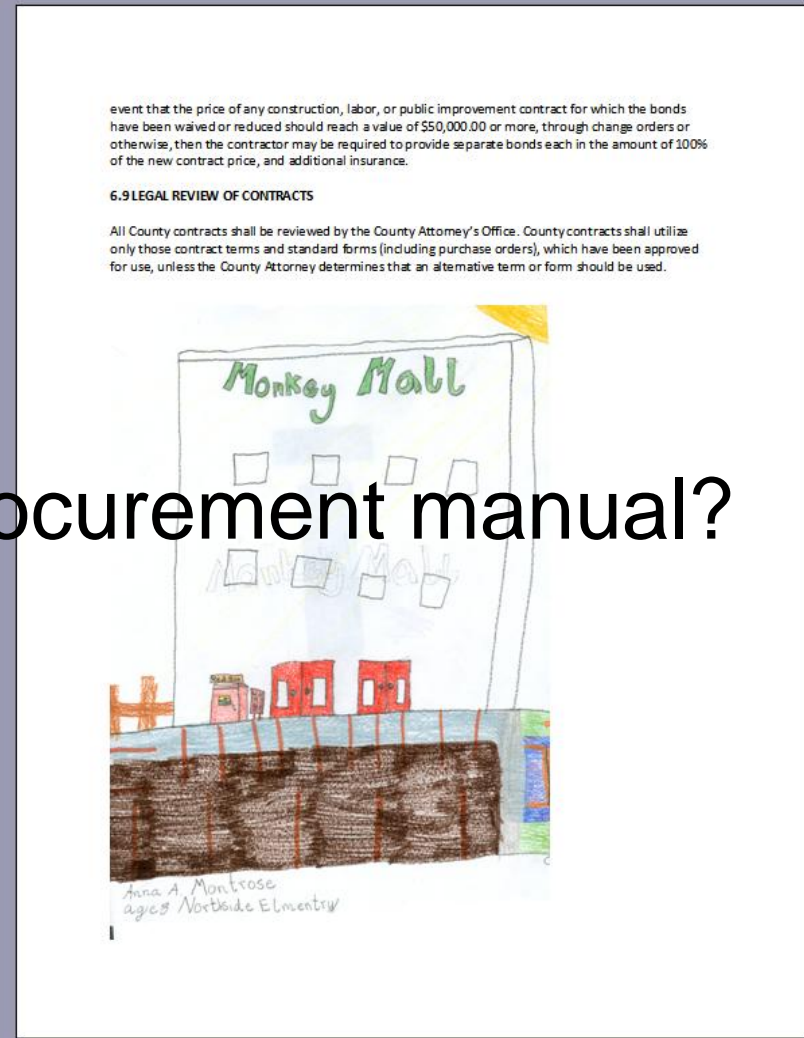
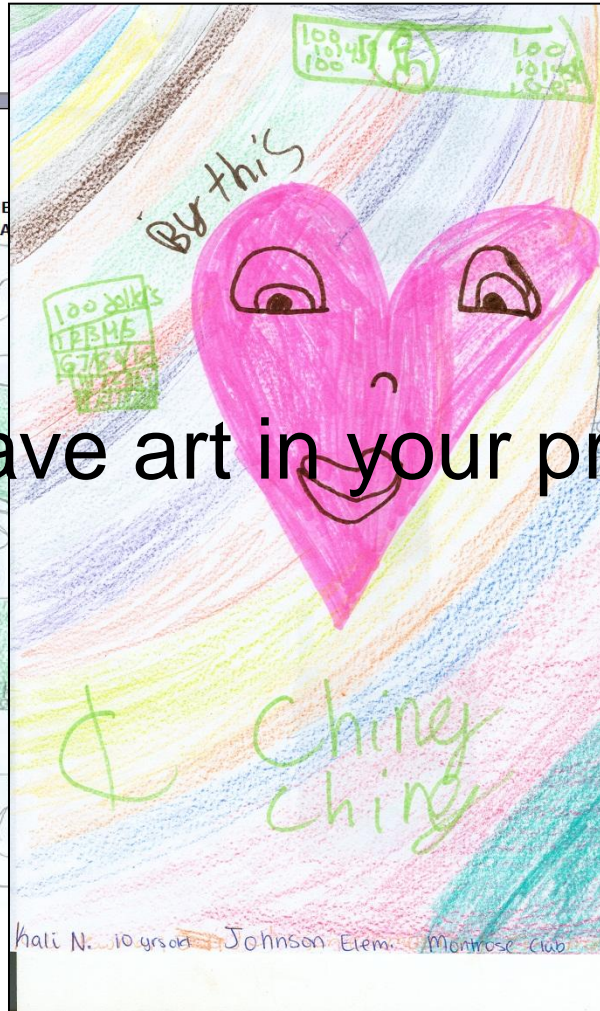
- Self-Directed Team:
 - They share leadership
 - They interview, make hiring recommendations, rate themselves
- They used a team workbook for integrating new members
- They returned to the conflict chapter sometimes
 - Listen openly; don't cut off
 - Attack the problem, not the people
 - Don't be "right at all costs"



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Commit Your Time and Attention

Do you have art in your procurement manual?



*Art work by the Black Canyon Boys and Girls Club, Colorado

How Can You Help Engage the Team?

What they want?

- Respect (= Pink's Mastery?)
- Autonomy (= Pink's Autonomy)
- Impact (= Pink's Purpose?)

How do you promote engagement?

- Learn from your own engagement challenges
- Sharpen a vision of (almost) full engagement
- Lead: Foster a climate that invites engagement

Roger Fisher and Alan Sharp, *Lateral Leadership: Getting Things Done When You Are Not the Boss* (1998, 2009); Daniel Pink, *Drive* (2009)



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Lead Laterally: Choose to Help

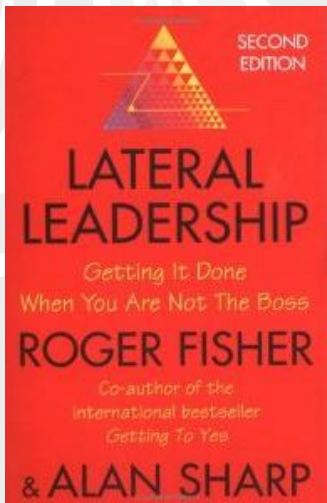
Keep Purpose in Mind

Practice the Art of the Question

Use Just Enough Structure to
Organize Thinking and Action

Step to Their Side Often to Promote
Collaboration and Feedback

Commit Your Time and Attention



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Lead Laterally:
Choose to Help



Practice the Art of the
Question: Find Opportunities



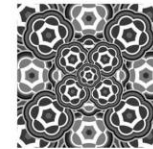
Learn from the Stars



Keep Learning &
Make It Stick!



Keep Purpose in Mind



Step to Their Side
Often: Help Mold &
Promote the Team



Manage Risk and
Change



First Ask How?
Then Why?
Then Decide



Use Meaningful
Measures of Merit



Just Enough Structure: Plan,
Communicate, Follow-up



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